

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MAY 9, 2008 IN THE STATE ROOM

Present: President Knapp, Executive Vice President for Academic Affairs Lehman, Registrar Amundson and Parliamentarian Charnovitz; Deans Brown and Phillips; Professors Artz, Benton-Short, Biles, Castleberry, Cordes, Corry, Costanza, Galston, Garris, Griffith, Harrington, Helgert, Johnson, Lipscomb, Marotta, Miller, Pagel, Parsons, Robinson, Rycroft, Simon, Wilmarth, Windsor, and Wirtz

Absent: Deans Barratt, Futrell, Katz, Lawrence, Scott, Tong, and Whitaker; Professors Becker, Englander, Hotez, and Plack

The meeting was called to order by President Knapp at 2:15 p.m.

INTRODUCTION OF NEW MEMBERS

President Knapp read the names of newly elected Senate members for the 2008-09 session. These were Professors Lisa M. Benton-Short, Diana L. Lipscomb, and Barbara D. Miller. (Professors Peter J. Hotez and Margaret M. Plack were absent from the meeting.)

Re-elected Senate members were: Professors Joseph J. Cordes, Michael D. Corry, William B. Griffith, Robert J. Harrington, Hermann J. Helgert, Lilien F. Robinson, Arthur E. Wilmarth, Jr., and Richard A. Windsor. (Professors Miriam Galston and Philip W. Wirtz were absent from the meeting.)

Professor Steve Charnovitz, the newly appointed Parliamentarian for the 2008-09 session was also introduced.

APPROVAL OF THE MINUTES

The minutes of the meeting held on April 11, 2008 were approved as distributed.

RESOLUTIONS

RESOLUTION 08/1, "A RESOLUTION TO AMEND THE TIME LIMITATION
ON REPORTING OF FINAL GRADES BY FACULTY MEMBERS"

Professor Donald O. Parsons, Chair of the Educational Policy Committee, introduced Resolution 08/1 which changes the present requirement that faculty members hand-deliver final grades to the Registrar's Office within 72 hours of final examinations. This requirement is printed on final grade sheets, and Professor Wilmarth advised that it

Professor Cordes briefly reviewed the University's process for determining how much of the endowment is paid out each year. Two years ago, that payout approximated 5% of the endowment, but in years since, the absolute dollar amount that was paid out that year was indexed for inflation, the thinking being that in years when the endowment is growing very rapidly, this would likely produce a percentage payout of less than 5%, and in years where the endowment does not increase as rapidly, more. Professor Cordes also explained that the line reflecting support/investment is essentially a collection of reserves where the University transfers money from the operating budget and deposits it into this account. These funds can be carried over to the next fiscal year.

Professor Cordes reviewed data in the report pertaining to the most recent information supplied to the Budget Working Group the previous day. Overall, data projected for the third quarter of FY '08 show that revenues will be approximately \$14 million higher than projected in the balanced budget approved last May. Expenses are expected to be \$10 million higher, but the changes in net assets are somewhat less than projected. While these projections will probably change once fourth quarter results are in, the University presently is looking at an operating surplus of approximately \$4.6 million, which would become part of the R funds (reserves). A breakdown of the University third quarter results for FY '08 is given on page 8 of the report.

Professor Cordes commented briefly on how the initial budget gap of \$2 million projected for FY '08 had increased to \$4.2 million as of March of 2008. This was due largely to the decision made to reduce tuition increases from 3.5% per year to 3% at the undergraduate level. This will also have a fiscal impact in future years, as it changes the baseline upon which projections are based. At the same time, the University also has enrolled more graduate students and projected tuition increases for that segment of the population is expected to increase on average from the present rate of 4% per year to 5.2%. While final figures are not yet in, there has been an increase in the number of tuition hours, [and amount of tuition revenues] for summer school. There are a number of options for closing the budget gap, but unlike in years past where the first recourse might have been to go back to University units and require them to cover the shortfall, a very serious option this year is to tap the reserve account to essentially reduce or eliminate the planned contribution to reserve funds.

Professor Cordes turned next to the proposed FY '09 operating budget on page 14 of the report. He directed the Senate's attention to the bottom line which sets forth projected net operating results and observed that this number is zero. For those members of the Fiscal Planning and Budgeting Committee – himself, Professor Griffith, and Professor Parsons, who have reviewed the budget numbers for a long time, this is noteworthy because it is the first time this number has not been a negative number. In the past, some allowance has been made each year to remove money from the operating budget and put it into reserves. For FY '09 this will not happen and in fact it is expected that some reserve funds will be used to offset the impact of reduced tuition, balance the budget, and ramp up resources for fundraising.

Professor Cordes reviewed the section of the report which provides information on the proposed FY '09 budget and preliminary FY '10 and FY '11 budget estimates. These

building operations. President Knapp added that the University is aiming to ramp up very significantly the funds being raised, for example, for student aid, which is one of the University's primary operating expenses – something on the order of \$118 million per year. Almost all of that aid comes out of tuition revenue. When the University is described as being tuition dependent, that primarily means that the University has too few funds supporting its operating budget, but it also means the University has too little in the way of annual contributions. Over the next five years, President Knapp estimated that GW will have to meet a goal of quadrupling the total amount of money brought in annually, which would include both contributions to endowment and also gifts for current use, both of which should help the operating picture.

Professor Windsor asked if there was a reason that financial information on the Medical Center was not included in the report. Vice President Lehman said that has been done in the past and Professor Cordes said that he would be happy to present this information next year. Professor Griffith, a former FP&B Committee Chair, advised that the Committee has included this data in its reports whenever there was a member of the Committee from the medical side who could assist in deciphering the information.

Professor Griffith noted that the report indicates that the University has a revenue and expense gap that is expected to rise. He confirmed Professor Cordes's observation that, in the past, the temptation would have been for the University to turn to the schools and require these units to make up the deficit. Now that the FP&B Committee and the Budget Working Group have been given access to early and timely information, it is possible to determine alternative ways to close budget gaps. In the past a great deal of the University's capital expenditures have been essentially financed out of the operating budget by taking money out and placing it in the reserve funds. Now, reserve funds will be used to close the budget gap. Professor Griffith cautioned that this is not without consequences, inasmuch as reserve funds have been put to use in the initial capitalization of projects so the University did not have to seek start-up funding immediately from the debt markets. On the whole, the early disclosure and discussion of budget information and alternatives with the two established faculty groups has proved constructive. Professor Cordes agreed with this point and said that Professor Griffith, his predecessor on the FP&B Committee, deserved a lot of the credit for this collaboration.

Professor Simon followed up on Professor Wilmarth's question by inquiring about the debt service for the two new residence halls. Vice President Lehman responded that the total approximates \$130 million, but once the halls are occupied, the income flow from rentals will cover that portion of the debt service. Professor Simon also inquired about the \$10 million annual payment to be received from Boston Properties now that the Square 54 arrangement has been finalized. President Knapp responded that the purpose for which those funds will be used has not yet been determined. Professor Simon asked if that sum was included in the budget. Vice President Lehman said it was included in the budget in the sense that the first \$10 million has already been spent on work completed this far, after which the annual \$10 million will be included in the budget.

President Knapp commended Professor Cordes for his report and his comments illuminating the way in which the endowment payout works. The U.S. Senate Finance Committee recently requested that all universities with endowments larger than \$500 million

Executive Committee. He explained that the Elliott School had not held its election for a Faculty Senate representative until after the April Senate meeting, and the Senate therefore could not vote on the Elliott School's representative on the Executive Committee at its April meeting. Professor Miller, as the Faculty Senate member elected by the Elliott School in April, is the only qualified candidate for election as the Elliott School's representative on the Executive Committee, because Professor Rycroft, the School's other representative, recently completed three consecutive years of service on the Executive Committee and is not eligible to succeed himself under the Faculty Organization Plan. A vote was taken, and Professor Miller was elected by unanimous vote.

II. APPROVAL OF DATES FOR 2008-09 SENATE MEETINGS

Professor Wilmarth requested approval of the dates for regular Senate meetings in the 2008-09 Session. The following dates were approved:

September 12, 2008	January 16, 2009
October 10, 2008	February 13, 2009
November 14, 2008	March 13, 2009
December 12, 2008	April 10, 2009
	May 8, 2009

III. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 2008-09 SESSION

Professor Wilmarth moved the nominations for election of Chairs and members of Senate Standing Committees as indicated on the list distributed at the meeting. Professor Cordes moved the election of Diana Lipscomb (CCAS) and Maxine Freund (GSEHD) to the Fiscal Planning and Budgeting Committee, noting that both had agreed to serve. He also moved the election of Stephanie Cellini to the Committee on Athletics and Recreation. The nominations were seconded and no other nominations were made. The entire slate was approved.

IV. NOMINATIONS FOR ELECTION TO THE DISPUTE RESOLUTION COMMITTEE

Professor Wilmarth moved the nominations for election of Robert J. Cottrol (GWLS) for a two-year term to expire May 1, 2010 and Hugo D. Junghenn (CCAS) for a three-year term to expire May 1, 2011. Both nominations were approved.

V. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT OF FACULTY MEMBERS TO ADMINISTRATIVE COMMITTEES

Professor Wilmarth moved the following nominations for appointment: Committee on the Judicial System: Michael S. Castleberry and Michael Keidar; University Hearing Board: Ozgur Ekmekci and Michael Seneff; Joint Committee of Faculty & Students: Alan G. Wade, Faculty Co-Chair; Heidi Bardot, Bernard Bouscarel, Laura Eisen, Amy Mazur, Mohamed A. Mohamed, and Harry E. Yeide, Jr. The entire slate was approved.

salaries for GW's regular, active-status faculty members rank ninth out of the 14 schools within GW's market basket group. GW ranks tenth in the market basket group for full professor salaries, eighth for associate professor salaries, and at tenth for assistant professor salaries. Professor Wilmarth said he thought these numbers are likely to raise serious concerns among faculty members across the University, as they do with him.

Professor Wilmarth also noted that, on page 4 of the ASPP Committee's Annual Report, information is supplied which indicates that GW is below the 80th AAUP percentile for assistant professor salaries on a University-wide basis, and that two GW Schools are below the 60th percentile for faculty salaries at all levels. This has been true for quite some time in the Graduate School of Education and Human Development, and the Senate has repeatedly expressed its concern about this. What seems to be new is that faculty salaries in Columbian College have fallen below the AAUP 60th percentile at all levels. Professor Wilmarth said he thought these are matters for great concern, and added that he hoped the Senate and the administration could work together to address these matters, as it is unlikely that GW can achieve its ambitions of becoming a premier, top-tier research institution given this salary picture.

IX. ANNUAL REPORTS FROM SENATE STANDING COMMITTEES

Professor Donald O. Parsons, Chair of the Educational Policy Committee, submitted the Committee's Annual Report, which includes the final report on the decline in elite student enrollments at GW. Professor Parsons distributed the few available copies of the report at the meeting, indicating that the report would be included with the minutes of the May Senate meeting. Annual reports were also received from the Committee on Appointment, Salary, and Promotion Policies, the Committee on Professional Ethics and Academic Freedom, and the Senate Committee on Research. (The reports are attached.)

BRIEF STATEMENTS (AND QUESTIONS)

President Knapp said he hoped that as many faculty members as possible would attend commencement ceremonies in the next week, both at the school level, and the University-wide ceremony on May 18th. Faculty participation means a great deal both to graduating students and their families and the President added that he hoped to see everyone at the ceremonies.

President Knapp also said that he appreciated the collegial response he had received at GW from the Senate and other faculty bodies during his first academic year, and that he joined Professor Wilmarth in wishing everyone a happy, restful, and fruitful summer.

Vice President Lehman said he wanted to respond to two points made by Professor Wilmarth. First, he said it was his understanding that Columbian College does not contemplate converting full-time contract faculty lines to special service faculty lines. Rather, the objective is to create eight additional special service faculty lines that will be derived from funding that comes from the elimination of part-time faculty lines in the University Writing (UW 20) Program. The objective relative to hiring people in those areas is to be able to get coverage to the UW 20 sections that will be relevant to students in the Business and Engineering Schools.

**A Resolution to Amend the Time Limitation on Reporting of Final Grades by Faculty Members
(08/1)**

- Whereas, the quality of final examinations and overall course assessments by faculty members are dependent on the availability of adequate time for thoughtful consideration;
- Whereas, the University is offering more writing-intensive courses, which require a substantial amount of additional grading time;
- Whereas, the Faculty Senate recognizes that timely reporting of final grades by faculty members is essential so that the University can provide important academic and financial assistance services to students; NOW, THEREFORE

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON
UNIVERSITY**

That the time limit for reporting of final grades by faculty members be changed from "72 hours" to "five working days after the final examination."

Faculty Senate Educational Policy Committee, April 10, 2008

Adopted, May 9, 2008

University Budget Overview

FY 2008-2011

Briefing to the
George Washington University Faculty Senate
by
Joseph Cordes
Chair, Faculty Senate Committee on Fiscal Planning and Budgeting
May 9, 2008

Outline

- Overview of Budget
- Fiscal year 2008
 - Budget projections
 - 3rd Quarter Performance
- Fiscal years 2009-2011

Annual Budgeting Framework

- Submission to Board of Trustees of budget that must be balanced
- Budget balance: budgeted (projected) *Operating Results* (next slide) must equal \$0
- When budget projections indicate that $\text{Operating Results} < \0 there is a budget gap
- Budget gap needs to be addressed in order for budget to be approved.

Components of the Budget Category:
Other (Decreases) Increases in Net Assets:

	Budgeted
Debt Service & Mandatory Purposes	-\$52.7
Endowment Support	\$32.1
Capital Expenditures	-\$11.5
Support/Investment	-\$6.6
Total	-\$38.7

University Third Quarter Report FY 08

(Dollars in Thousands)

	Approved Budget ⁽¹⁾	1st Quarter Forecast	2nd Quarter Forecast	3rd Quarter Forecast	Variance
REVENUES					
Student Tuition & Fees	559,239	568,731	570,749	569,365	10,126
Less University Funded Scholarships	(143,917)	(144,335)	(146,900)	(144,529)	(611)
Net Student Tuition & Fees	415,322	424,396	423,849	424,836	9,514
Indirect Cost Recoveries	9,007	9,007	9,007	9,507	500
Auxiliary Enterprises	85,501	85,168	85,360	85,152	(349)
Contributions Net	11,739	13,139	15,164	11,794	55
Other Income	17,253	17,586	19,609	21,971	4,718
Total Revenues	538,822	549,296	552,988	553,261	14,439
EXPENSES					
Salaries & Wages	271,034	272,558	271,811	274,375	3,341
Fringe Benefits	65,127	65,209	64,735	61,719	(3,408)
Purchased Services	66,657	74,201	74,380	77,177	10,520
Supplies	7,161	7,315	8,075	8,060	899
Equipment	15,130	14,844	15,388	16,093	963
Bad Debt	3,428	2,628	2,628	1,028	(2,400)
Occupancy	40,880	41,179	40,777	40,070	(810)
Scholarships & Fellowships	7,579	7,983	8,108	8,441	862
Communications	4,826	4,722	4,725	4,906	80
Travel & Training	8,802	9,304	9,974	10,482	1,680
Other	9,469	10,129	9,826	8,469	(1,000)
Total Expenses	500,093	510,071	510,427	510,820	10,727
OTHER (DECREASES)/INCREASES IN NET ASSETS					
Debt Service & Mandatory Purposes	(52,749)	(49,063)	(49,519)	(51,246)	1,503
Endowment Support	32,124	33,037	33,035	33,445	1,321
Capital Expenditures	(11,522)	(11,977)	(11,939)	(11,455)	67
Support/Investment	(6,582)	(6,222)	(7,137)	(8,585)	(2,003)
Total Other Changes in Net Assets	(38,729)	(34,225)	(35,561)	(37,840)	888
OPERATING RESULTS	0	5,000	7,000	4,600	4,600

Going Forward: Fiscal Year 2009

- FY 2009:
 - May 2007 Budget Projection
 - Mar. 2008 Budget Projection
 - Sources of Difference
 - Proposed Budget

Sources of Difference Between March 28 Projected FY 2009 Gap and FY 2009 Gap Projected in May 2007

Shortfall as of May 2007		(2,119)
Changes in Estimates Since May:		
Enrollment/Pricing		
Undergraduate (net of aid)	(3,160)	
Graduate (net of aid)	1,711	
Summer	<u>735</u>	
Total - Enrollment/Pricing		(714)
Indirect Cost Recoveries		541
Other Revenue		588
Faculty & Academic Programs		(4,712)
Debt Service		1,086
Other Changes		<u>514</u>
Total Changes in Estimates Since May		(2,697)
Current Estimate of Shortfall		(4,816)

Source: Data from presentation by EVP Katz and AVP Boselovic
to Senate Fiscal Planning and Budgeting Committee, March 28
Meeting

Proposed FY 09 Operating Budget

(Dollars in Thousands)

	FY 08		FY 09 Proposed	Increase/(Decrease) vs. FY 08 Approved	
	Approved Budget	3rd Quarter Forecast		\$	%
REVENUES					
Student Tuition & Fees	559,239	569,365	583,228	23,989	4.3%
Less University Funded Scholarships	(143,917)	(144,529)	(148,334)	(4,417)	3.1%
Net Student Tuition & Fees	415,322	424,836	434,894	19,572	4.7%
Indirect Cost Recoveries	9,007	9,507	10,088	1,081	12.0%
Auxiliary Enterprises	85,501	85,152	90,026	4,525	5.3%
Contributions Net	11,739	11,794	21,639	9,900	84.3%
Other Income	17,253	21,971	18,476	1,223	7.1%
Total Revenues	538,822	553,260	575,123	36,301	6.7%
EXPENSES					
Salaries & Wages	271,034	274,375	290,912	19,878	7.3%
Fringe Benefits	65,127	61,719	69,167	4,040	6.2%
Purchased Services	66,657	77,177	77,686	11,029	16.5%
Supplies	7,161	8,060	7,987	826	11.5%
Equipment	15,130	16,093	15,374	244	1.6%
Bad Debt	3,428	1,028	3,000	(428)	-12.5%
Occupancy	40,880	40,070	45,264	4,384	10.7%
Scholarships & Fellowships	7,579	8,441	8,963	1,384	18.3%
Communications	4,826	4,906	4,679	(147)	-3.0%
Travel & Training	8,802	10,482	11,068	2,266	25.7%
Other	9,469	8,469	13,761	4,292	45.3%
Total Expenses	500,093	510,820	547,861	47,768	9.6%
OTHER (DECREASES)/INCREASES IN NET ASSETS					
Debt Service & Mandatory Purposes	(52,749)	(51,246)	(53,087)	338	0.6%
Endowment Support	32,124	33,445	34,528	(2,404)	-7.5%
Capital Expenditures	(11,522)	(11,455)	(10,991)	(531)	-4.6%
Support/Investment	(6,582)	(8,585)	2,288	(8,870)	-134.8%
Total Other Changes in Net Assets	(38,729)	(37,841)	(27,262)	(11,467)	-29.6%
NET OPERATING RESULTS					
	0	4,600	0	0	

Planning Assumptions

Enrollment

Enrollment projections reflect modest decreases in all categories of enrollment over the next three years.

Through Fall 2010 (FY 11) academic year enrollment is projected to decrease 3 percent.

The decrease is consistent with enrollment targets.

Summer enrollment is expected to be stable.

Planning Assumptions

Compensation

The budget estimates assume 4 percent annual merit increases for faculty and staff. The increases will be effective:

- ❖ January 1, 2009
- ❖ January 1, 2010
- ❖ January 1, 2011

Planning Assumptions

Research

Indirect cost recoveries are projected to grow 12 percent next year and 6 percent thereafter.

The increase will provide additional funding for research support.

Planning Assumptions

Endowment Payout

The payout rate will increase annually based on:

- ❖ CPI increases
- ❖ Units added to the endowment during the year

Approximately, \$5 million of the annual payout will fund initiatives in support of the Strategic Plan for Academic Excellence.

Next year's payout represents 4.7 percent of the endowment market value as of the end of March.

FACULTY SENATE COMMITTEE
on
APPOINTMENT, SALARY, AND PROMOTION POLICIES
Annual Report (2007-08)

ASPP Committee was quite active this year. The committee held five meetings during this academic year. In addition, various subcommittees of the ASPP committee held a number of meetings during the year. Here are the major issues considered this year:

Resolution on Parental Childcare Leave.

A joint sub-committee of ASPP and PEAFF (Professional Ethics and Academic Freedom) committees was formed to review the report of the University's Parental Leave Task Force. The sub-committee consisted of Miriam Galston (chair), Lorien Abrams, and Pamela Davidson, as well as Art Wilmarth and Maria Cseh from PEAFF. After a series of meetings, the subcommittee drafted "A RESOLUTION TO AMEND THE FACULTY CODE TO PROVIDE A PARENTAL LEAVE BENEFIT" (see Appendix A). The Resolution was approved by the two committees and subsequently adopted by the Faculty Senate on January 18, 2008. This resolution was accepted by the Board of Trustees at their February 8, 2008 meeting, and is now a part of the FACULTY CODE effective January 1, 2008.

There are two aspects of this Resolution: normal leave, and disability leave which must be certified by a physician. Questions were asked about how many people take disability leave (infrequent; about five months paid disability leave is granted) and how many ask for a tenure clock extension (about 12 cases in three years, and 1/3 of them are from males). There was concern about how to replace those going out on leave; EVPAA Lehman has stated that this benefit would have to come out of the Deans' budgets.

With regard to the University's Parental Leave Task Force, Item #2 (Parental Childcare Leave) has now been addressed. Item #1 (Temporary Disability Leave Policy for Faculty) will be handled by the office of the EVPAA and HR. There are two ways a person can get paid leave: Through disability insurance and up to a semester for parental leave; the combination cannot exceed 100% of his or her salary.

TIAA/CREF stock funds and investment options

ASPP committee appointed Moses Schanfield (as a sub-committee of one) to investigate the CREF options available to GW employees, in response to the concern that there are few options for value funds. He found that CREF actually has several value funds available for GW employees. Even though the University's initial contribution may only be invested in a limited number of CREF funds, the participants' CREF money can be invested in any of the available CREF funds and the investments can be moved anytime by the participants to any of the CREF funds. In order to maximize flexibility, the participants should allocate their entire contribution and GW's matching contribution to CREF. The funds already in TIAA accounts can also be moved to CREF, but only over a 10 year time span (or at retirement, at which time the entire amount in TIAA can be moved). The subcommittee prepared an explanation of the investment options in TIAA-CREF and this report is reproduced below.

plans offered through GW” at the time of their retirement. GW’s current contributions are \$120 per month, which the retiree can apply toward supplemental coverage if he/she is eligible for Medicare-B which would be the primary coverage after retirement. The supplemental coverage is likely to cost the faculty member between \$300-350 per month. Medicare-B currently costs \$91 per month, and Medicare-A is free.

Healthcare is the largest share of HR’s budget and it is going up at the rate of 12% a year, whereas University funding is going up at only 4% per year. Last year, the University spent \$25.6 million in health care costs; just like other institutions, we have a crisis in the rising costs of health care. At GW, there are 6300 employees (all covered by some plan), of which 1800 choose the basic pay-nothing PPO option. The basic pay-nothing PPO coverage costs the University about \$2-2.5 million a year. An alternative to the present system is to pass this cost gradually on to new hires, but it would not be fair to pass this over to those on family coverage where the costs are already approaching \$500 per month. In order to control costs, the University is “thinking about” charging a nominal sum (perhaps \$50 per month) for the basic PPO coverage which has so far been free. HR will bring any future proposals to the ASPP committee before moving forward.

We also had a conversation about the benefits of self-insurance, and discussed if the GW faculty and staff could pool with a consortia of local universities, or pool with GW students. Several points were learnt: self-insurance means that we are not at the mercy of insurers, which protects us from unexpected rate increases; pooling with other universities probably won’t save in insurance costs but might save on administrative costs; if we pick up more older people, it might increase costs; we might save more by offering fewer plans (e.g., just one HMO with a High and Low option). Any proposed changes to GW health plans will be brought to ASPP committee in advance.

Report on Faculty Salaries. EVPAA Lehman reported a preliminary analysis of the latest AAUP figures for faculty salaries and provided data on GW salaries.

Benchmark: GW’s stated goal is to be above the AAUP 80th percentile for all ranks.

Average Salaries:

Full Professors this year are at 80.8 percentile, which is a drop from 82.1 percentile mainly due to the summer stipends of Law faculty being excluded from this year’s salary calculations; Associate Professors are at 85.1 percentile (down from 88.3); and Assistant Professors are at 78.6 percentile (this is expected to go up next year due to the large increases of new hires in Finance, Accounting and International Business). We rank 9th overall compared to our Market Basket schools (Note: there are 14 schools in our Market Basket). Specific GW rankings relative to our Market Basket are: Full Professors: 10th, Associate Professors: 8th, Assistant Professors: 10th.

Salary Averages in Dollars

Total budget for GW faculty salaries this year is \$84.3 million.

		2006	2007	Change
Full	AAUP	121.2K	127.5K	+5.2%
	GW	123.9K	128.5K	+3.7%
Assoc.	AAUP	85.9K	89.7K	+4.4%

**A RESOLUTION TO AMEND THE FACULTY CODE TO PROVIDE A PARENTAL
CHILDCARE LEAVE BENEFIT (07/05)**

- WHEREAS,** the Executive Vice President for Academic Affairs and the Chair of the Executive Committee of the Faculty Senate jointly appointed a Parental Leave Task Force to make recommendations for revising the University's policies for childbirth and parental leave for regular, active-status faculty members; and
- WHEREAS,** on July 23, 2007, the Parental Leave Task Force issued a report (the "Task Force Report") that presented two recommendations; and
- WHEREAS,** the second recommendation in the Task Force Report was a proposal to amend the Faculty Code and revise the Faculty Handbook to provide each regular, active-status faculty member who is the primary or coequal caregiver for a newborn or newly adopted child with a parental leave benefit, which would consist of one semester's paid release from teaching and administrative duties, subject to certain terms and conditions; and
- WHEREAS,** the Task Force Report found that the recommended parental leave benefit was desirable because a full-time faculty member who becomes a parent of a newborn or newly adopted child should be allowed to devote a reasonable period of time to care for the child without suffering a career-related penalty and without incurring the financial cost of taking unpaid leave at a time when the faculty member's household expenses have risen substantially due to the arrival of a new child; and
- WHEREAS,** the Task Force Report found that the recommended parental leave benefit was desirable because it would bring the University into line with parental leave policies at numerous institutions of higher education with which the University competes in attracting and retaining full-time faculty members; and
- WHEREAS,** the Task Force Report concluded that the recommended parental leave benefit was desirable because it would help to assure a family-friendly workplace for full-time faculty members and would encourage a more equitable gender balance within the full-time faculty; and
- WHEREAS,** the Chair of the Faculty Senate Executive Committee referred the Task Force Report to the Faculty Senate Committees on Administrative, Salary, and Promotion Policies ("ASPP") and Professional Ethics and Academic Freedom ("PEAF"), and those Committees appointed a joint subcommittee (the "Subcommittee") to review the Task Force Report and make recommendations for action by the Faculty Senate; and
- WHEREAS,** in response to the second recommendation of the Task Force Report, the Subcommittee prepared a proposed resolution that would amend the Faculty Code to provide a parental leave benefit to regular, active-status faculty members who become parents of newborn or newly adopted children or newly placed foster children;
- WHEREAS,** the Subcommittee's proposed resolution was approved by the ASPP and PEAF Committees with the stipulation that the parental leave benefit for adopted or foster children should apply only to minor dependent children;
- WHEREAS,** the Faculty Senate believes that the Faculty Code should be amended to provide for the parental leave benefit recommended in the Task Force Report and endorsed (with revisions) by the ASPP and PEAF Committees; **NOW, THEREFORE**

The George Washington University

Compilation of Top Administration Salaries; Comparison with Faculty Salaries and Tuition Increases

May 14, 2008

GW Compensation Data from IRS Form 990 Schedule A (Salaries reported to IRS.)

<u>President and Vice Presidents</u>		Year Ending Dec-06	Year Ending Dec-04	2 year % Change 12/04-12/06	Year Ending Dec-03	3 year % Change 12/03-12/06	Year Ending Dec-02	4 year % Change 12/02-12/06	Year Ending Dec-01	5 year % Change 12/01-12/06
Stephen Joel Trachtenberg	President	\$691,204	\$630,021	9.7%	\$609,837	13.3%	\$564,302	22.5%	\$516,904	33.7%
John Williams	VP Health Affairs	\$676,584	\$593,516	14.0%	\$578,616	16.9%	\$516,304	31.0%	\$507,206	33.4%
Louis Katz	VP and Treasurer	\$544,371	\$503,209	8.2%	\$496,233	9.7%	\$431,892	26.0%	\$411,246	32.4%
Robert Chernak	VP Stud Supp and Acad Serv	\$403,755	\$341,894	18.1%	\$331,617	21.8%	\$306,906	31.6%	\$296,943	36.0%
Don Lehman	VP Acad Affairs	\$386,770	\$320,070	20.8%	\$306,954	26.0%	\$292,015	32.4%	\$283,915	36.2%
Dennis Blumer (to Feb 07)	VP and General Counsel	\$350,000	\$313,917	11.5%	\$302,692	15.6%	\$287,720	21.6%	\$276,582	26.5%

Average Administration Increases: Over 2 years -> 13.7% Over 3 years-> 17.2% Over 4 years-> 27.5% Over 5 years-> 33.0%

Tuition and fees (Continuing students)	2007/08	2006/07	2005/06	2004/05	2003/2004	2002/2003	2001/2002
http://www.gwu.edu/~ire/tuition_fees.htm	\$37,030	\$35,630	\$34,030	\$30,820	\$29,070	\$27,820	\$25,830
Annual Tuition Increase -->	3.93%	4.70%	10.42%	6.02%	4.49%	7.70%	

Total Increase for continuing students over 6 years--> 43.36%

Faculty Salaries Data from GW Fact Book (Average Regular Full Time Salaries, excludes School of Medicine)

<http://www.gwu.edu/~ire/fas.htm>

(Note: 2007/08 data is from ASPP committee)

	Average Salaries 2007/08	Average Salaries 2006/07	Average Salaries 2005/06	2 year % Change 6/06-6/08	Average Salaries 2004/05	3 year % Change 6/05-6/08	Average Salaries 2003/04	4 year % Change 6/04-6/08	Average Salaries 2002/03	5 year % Change 6/02-6/08
Professor	\$128,533	\$123,936	\$118,802	8.2%	\$110,288	16.5%	\$107,072	20.0%	\$107,511	19.6%
Associate Professor	\$92,700	\$89,450	\$84,307	10.0%	\$80,677	14.9%	\$76,820	20.7%	\$76,364	21.4%
Assistant Professor	\$75,100	\$72,132	\$69,306	8.4%	\$63,157	18.9%	\$60,879	23.4%	\$60,602	23.9%

Average Faculty Increases: Over 2 years -> 8.8% Over 3 years -> 16.8% Over 4 years -> 21.4% Over 5 years -> 21.6%

The George Washington University

Compilation of Top Administration Salaries; Comparison with Faculty Salaries and Tuition Increases

May 16, 2005

GW Compensation Data from Schedule A (IRS Form 990)		Year Ending Dec-03	Year Ending Dec-02	1 year % Change 12/01-12/02	Year Ending Dec-01	2 year % Change 12/01-12/03	Year Ending Dec-00	3 year % Change 12/00-12/03	Year Ending Jun-99	4.5 year % Change 6/99-12/03
<u>President and Vice Presidents</u>										
Stephen Joel Trachtenberg	President	\$609,837	\$564,302	8.1%	\$516,904	18.0%	\$429,445	42.0%	\$421,035	44.8%
John Williams	VP Health Affairs	\$578,616	\$516,304	12.1%	\$507,206	14.1%	\$357,155	62.0%	\$320,948	80.3%
Louis Katz	VP and Treasurer	\$496,233	\$431,892	14.9%	\$411,246	20.7%	\$326,310	52.1%	\$298,515	66.2%
Robert Chernak	VP Stud Supp and Acad Serv	\$331,617	\$306,906	8.1%	\$296,943	11.7%	\$255,494	29.8%	\$227,657	45.7%
Don Lehman	VP Acad Affairs	\$306,954	\$292,015	5.1%	\$283,915	8.1%	\$217,536	41.1%	\$197,204	55.7%
Dennis Blumer	VP and General Counsel	\$302,692	\$287,720	5.2%	\$276,582	9.4%	\$207,972	45.5%	\$181,450	66.8%
Michael Freedman	VP for Communications	\$225,021	\$210,189	7.1%	\$187,127	20.3%				
<u>Average Administration Increases:</u>			Over 1 year ->	8.6%	Over 2 years ->	14.6%	Over 3 years ->	45.4%	Over 4.5 years ->	59.9%

Tuition and fees (Continuing students)	2000/2001	2001/2002	2002/2003	2003/2004	2004/05	2005/06
http://www.gwu.edu/~ire/tuition_fees.htm	\$24,720	\$25,830	\$27,820	\$29,070	\$30,820	\$32,360
Annual Increase -->		4.49%	7.70%	4.49%	6.02%	5.00%
				Total Increase over 5 years-->		30.91%

Faculty Salaries Data from GW Fact Book (Average Regular Full Time Salaries, excl School of Medicine)

<http://www.gwu.edu/~ire/fsas.htm>

	Average Salaries 2004/05	Average Salaries 2003/04	1 year % Change 6/04-6/05	Average Salaries 2002/03	1 year % Change 6/03-6/04	Average Salaries 2001/02	3 year % Change 6/02-6/05	Average Salaries 1999/2000	5 year % Change 6/00-6/05
Professor	\$110,288	\$107,072	3.0%	\$107,511	-0.4%	\$103,314	6.8%	\$93,384	18.1%
Associate Professor	\$80,677	\$76,820	5.0%	\$76,364	0.6%	\$74,213	8.7%	\$69,112	16.7%
Assistant Professor	\$63,157	\$60,879	3.7%	\$60,602	0.5%	\$58,386	8.2%	\$53,440	18.2%
<u>Average Faculty Increases:</u>		Over 1 year ->	3.9%	Over 1 year ->	0.2%	Over 3 years ->	7.9%	Over 5 years ->	17.7%

Final Report 2007-2008
Senate Educational Policy Committee
The George Washington University

Active Members Academic Year 2007-2008

Faculty

Maria De LaFuente, Romance Languages and Literature
Mohamed A. Mohamed, Newborn Services
Donald O. Parsons, Chair
Ormond Seavey, English
Barbara Von Barghahn, Art

Ex Officio

Elizabeth Amundson, Registrar
Cheryl Beil, Director, Academic Planning and Assessment
Jamie Bright, Student Liaison
Robert Chernak, Senior Vice President for Student and Academic
Support Services.
Gale S. Etschmaier, Associate University Librarian for Public
Service, Gelman Library
Robert J. Harrington, Electrical and Computer Engineering (Senate
Executive Committee Liaison)
Carol Sigelman, Associate Vice President for Graduate Studies and
Academic Affairs

**A Resolution to Amend the Time Limitation on Reporting of Final Grades
by Faculty Members (08/1)**

Whereas, the quality of final examinations and overall course assessments by faculty members are dependent on the availability of adequate time for thoughtful consideration;

Whereas, the University is offering more writing-intensive courses, which require a substantial amount of additional grading time;

Whereas, the Faculty Senate recognizes that timely reporting of final grades by faculty members is essential so that the University can provide important academic and financial assistance services to students; NOW, THEREFORE

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON
UNIVERSITY**

That the time limit for reporting of final grades by faculty members be changed from "72 hours" to "five working days after the final examination."

Approved, Senate Educational Policy Committee, April 10, 2008

Faculty Copyright Issues at GW: A Brief Summary

By Associate University Librarian Gale S. Etschmaier
and Professor Maria De LaFuente

Prepared for the Senate Educational Policy Committee
April 10, 2008

The uses of platforms such as Blackboard and iTunesU, availability of easy scanning, cutting and pasting, and copying have increased the complexity of educational fair use. Some faculty consider "educational use" to be equivalent to Fair Use, but this really only speaks to one factor of fair use, "purpose." For educational publishers, the impact on the market, another factor, is of much more importance.

Copyright violations can result in large penalties and even imprisonment, including up to \$150,000 in statutory damages for each work infringed. Faculty and staff can be held personally liable for the infringement and demonstrating a reasonable analysis of Fair Use can provide protection (good faith fair use defense).

The US Department of Justice Web site states, "Statutory penalties are found at 18 U.S.C. § 2319. A defendant, convicted for the first time of violating 17 U.S.C. § 506(a) by the unauthorized reproduction or distribution, during any 180-day period, of at least 10 copies or phonorecords, or 1 or more copyrighted works, with a retail value of more than \$2,500 can be imprisoned for up to 5 years and fined up to \$250,000, or both. 18 U.S.C. §§ 2319(b), 3571(b)(3)."¹

Other universities have taken varying approaches to protecting their faculty and institutions:

Copyright Clearance Center Institutional Licenses

The Copyright Clearance Center offers a new educational institutional license to allow unlimited copying of print collections for course packs and reserves. This applies only to print collections owned by the institution, so would not protect faculty from including a copy of a print or electronic article from a colleague at another institution. It also effectively abdicates fair use. The institutional price is based on student FTE and Carnegie research status. For GW, the quoted price is over \$200,000 per year. An institutional license could, however, be implemented quickly.

¹ http://www.usdoj.gov/usao/eousa/foia_reading_room/usam/title9/crm01852.htm

Q. So what's an example of an issue the office might deal with?

A. One example is the age-old question of fair use. The way we might interpret and apply fair use can directly affect our ability to make resources available for teaching. Can we scan, upload, download, or cut and paste to make material available to our students? That's a question of fair use — if we interpret it in different ways, we're going to get different results.

Q. Why did Columbia decide it needed a copyright office?

A. A variety of people at Columbia saw the need to address [copyright issues] in a creative, constructive way. Most universities could be doing this, but relatively few have taken the initiative to do so.

Q. Why is that?

A. One reason might be financial — the decision to put the money upfront to hire someone to make it possible. A second is that the work done by those of us in the field is usable at other institutions. Many institutions are finding it feasible to borrow the works of others, which is in the spirit of the sharing model we stand for.

Q. How do you see the nature of copyright law changing with emerging technologies?

A. I think technology is really compelling a reconsideration of a number of these issues. Technology is bringing a number of opportunities — many of them are great. That means managing the intellectual properties so that we hold on to certain rights, and that we don't get ourselves into a bind where we give up too many. The best way to learn how to not give up those rights is to learn what the alternatives are and, in the context of journal articles, sign some well-considered publication agreements.

<http://chronicle.com>

Section: Information Technology

**THE DECLINE OF ELITE FRESHMAN ENROLLMENTS
AT GEORGE WASHINGTON UNIVERSITY**

FINAL REPORT

A Summary Report Based on Presentations to the
Faculty Senate Educational Policy Committee and
Additional Documents, Academic Year 2007-2008

Donald O. Parsons
Chair, Educational Policy Committee
GW Faculty Senate

May 2008

Acknowledgements

This report would not have been possible without the active cooperation of a number of GW Administrators who gave generously of their time and data to the Committee. Special thanks to four who presented detailed reports on aspects of the challenges of attracting and training GW's "best and brightest" on the dates given:

February 7, 2008

Grae Baxter, Executive, Undergraduate Honors, Fellowships and Research

February 21, 2008

Robert Chernak, Senior Vice President for Student and Academic Support Services

March 6, 2008

Francis DuVinage, Director, Center for Undergraduate Fellowships and Research and Deputy Director, University Honors Program

April 3, 2008

Cheryl Beil, Assistant Vice President for Academic Planning, Institutional Research, and Assessment

Special thanks Grae Baxter, Cheryl Beil, Robert Chernak, and Carol Sigelman for thoughtful, detailed comments on earlier drafts. Errors in content and interpretation no doubt remain, but fewer because of their efforts.

restructuring of the Honors Program, we have yet to discuss and summarize that information. In this report we discuss the Honors Program only in its role in "attracting and contributing to the education of a select group of high ability students." (Grae Baxter, Private Correspondence, 2008).

In the course of the study it became clear to many on the Committee that there were serious problems with attracting (admissions) and training the *general population* of GW undergraduates. The decision to limit the Fall 2007 freshman class by almost 10 percent in order to maintain class quality; the 6 percent drop in Early Decision I applicants for the Fall 2008 freshman class, and the 15 percent in Early Decision II applicants (Elise Kigner, Hatchet, 4-7-08); the modest, but ominous decline in retention rates from first year to second year (92.2 percent from 2005-2006 to 89.8 percent for 2006-2007), Beil (2008); all raised the possibility of serious problems in GW's core business of educating undergraduates.

Apparently recognizing this situation, the Knapp Administration, upon taking over last summer, immediately acted to confront the price side of GW's "affordability" problem--limiting tuition increases for the coming year, reducing selected dormitory prices, and increasing need-based aid, at least over 2007-2008 expenditure levels. The drop in Early Decision I and II applicants for the coming academic year suggests that more needs to be done, especially on the second dimension of affordability, the quality of the education offered. Although curriculum reviews at both the University and College/School levels are

Cohort scores declined by 3.5 percent in total, with losses in "Performance Task" relatively modest (2.0 percent), and losses in measured "Analytical Writing," "Make-an-Argument," and "Critique-an-Argument" of 4.6, 5.2, and 3.7 percent respectively. Many questions of test-taker motivation arise in these sorts of studies, but Vice President Beil notes:

Of the 28 schools that participated, half of them (14) reported an *increase* [italics added: DP] in students' scores at the end of their sophomore year; students at three schools maintained the same scores; and 11 (including GW) of the 28 schools reported fourth semester scores below the freshman year.

Beil, Private Correspondence 2008

Freshman/Senior learning assessment scores cast a GW education in a more flattering light (Beil (2008, p. 27), but the study was not a cohort study and therefore mixes learning with improvements in the quality of the entering classes. Beil also noted a disproportionate number of honors students among senior test-takers.

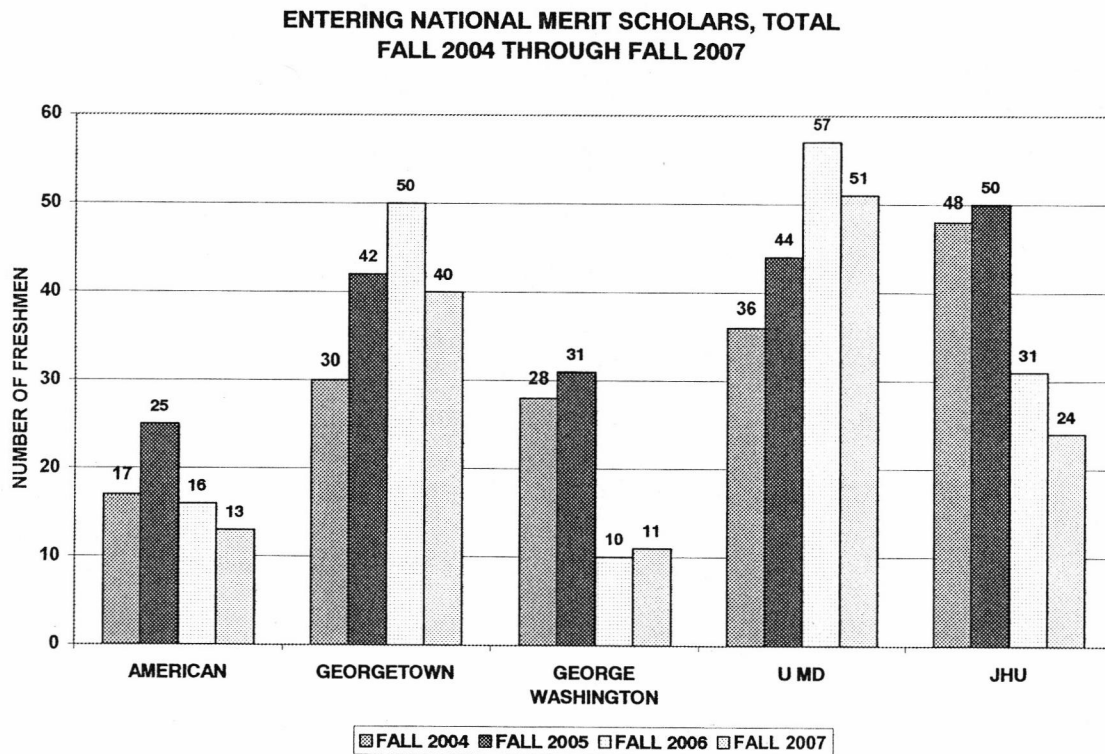
Vice President Beil also reports that, in most respects, GW students do not believe that they are receiving the education they might expect at a school like GW. Citing data drawn from the National Survey of Student Engagement: 2007, Beil reports that student assessments of their experiences at GW compare poorly with students at market-basket schools willing to share their data (American, Georgetown, and Emory).

The Educational Policy Committee's Focus. While the Committee does not want to downplay the general problem of attracting and training students at GW, it does believe that the attraction and training of elite students is a special problem, deserving independent consideration. In what follows, *the Committee*

II. The Disappearing National Merit Scholar

The number of freshman National Merit Scholars enrolling at GW has dropped substantially in the last few years. In Figure 2, we present four years of data on entering National Merit (NM) Scholars at GW as well as at other local, competing institutions: American, Georgetown, University of Maryland, and Johns Hopkins University.

Figure 2



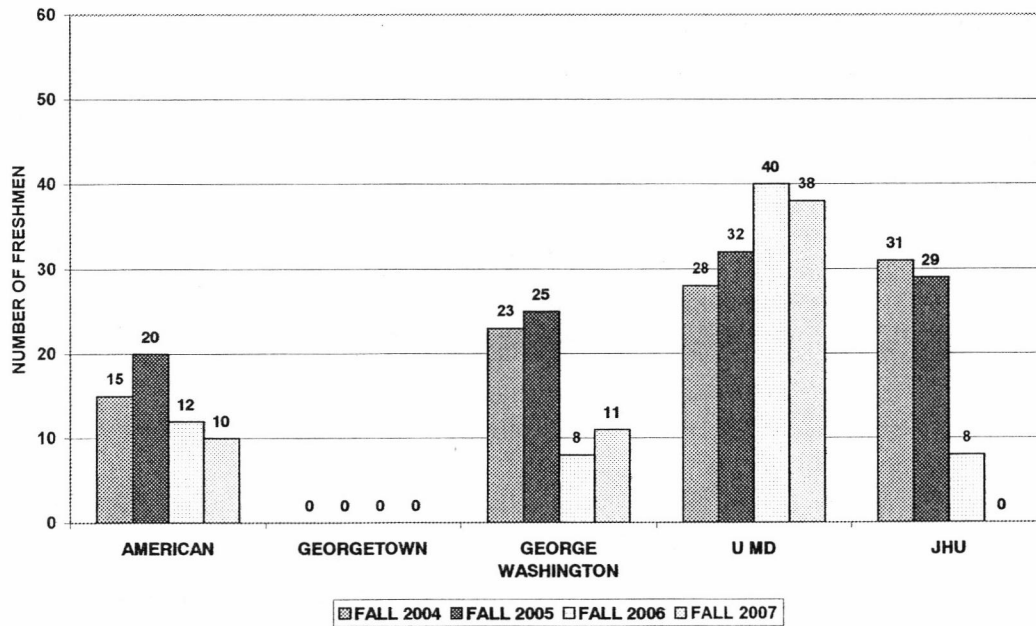
Source: National Merit Scholarship Corporation Annual Reports, Various Years.

The number of NM Scholars who enroll at GW is less than at our local competitors, considerably so at all but AU, and has declined sharply in the last two years. Entering National Merit Scholars in the Fall of 2006 and 2007 were only one-third the number in the previous two years (2004 and 2005).

Figure 3

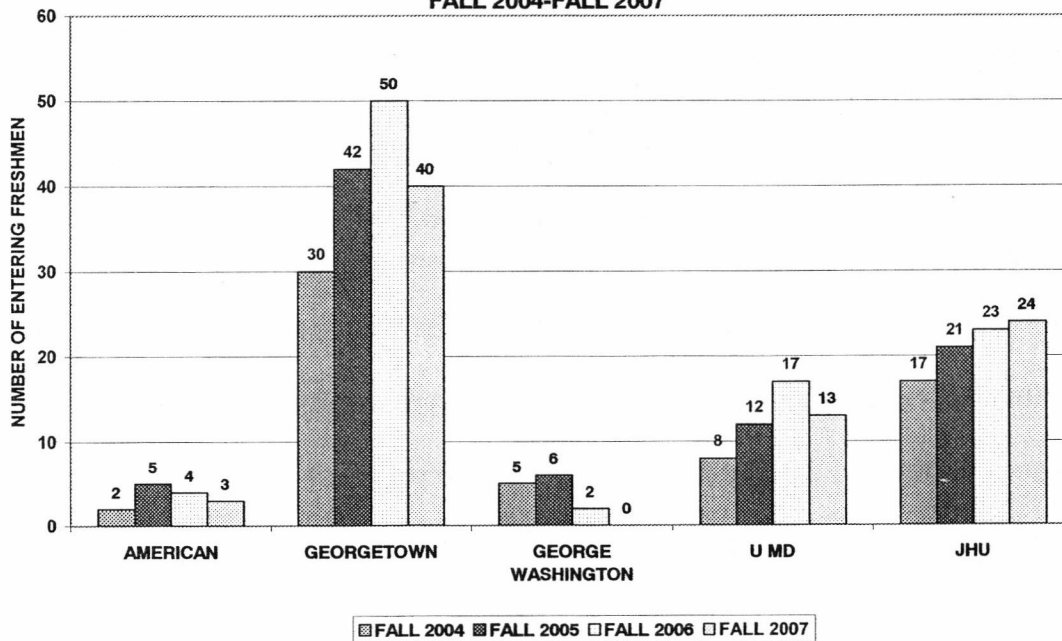
PANEL A SCHOOL FUNDED AWARDS

ENTERING NATIONAL MERIT SCHOLARS (FUNDED BY SCHOOL ITSELF)
FALL 2004 THROUGH FALL 2007



PANEL B OPEN OR COMPETITIVE AWARDS

ENTERING NATIONAL MERIT SCHOLARS
WITH OPEN SCHOLARSHIPS (NOT FUNDED BY SCHOOL ITSELF)
FALL 2004-FALL 2007



Source: National Merit Scholarship Corporation Annual Reports, Various Years.

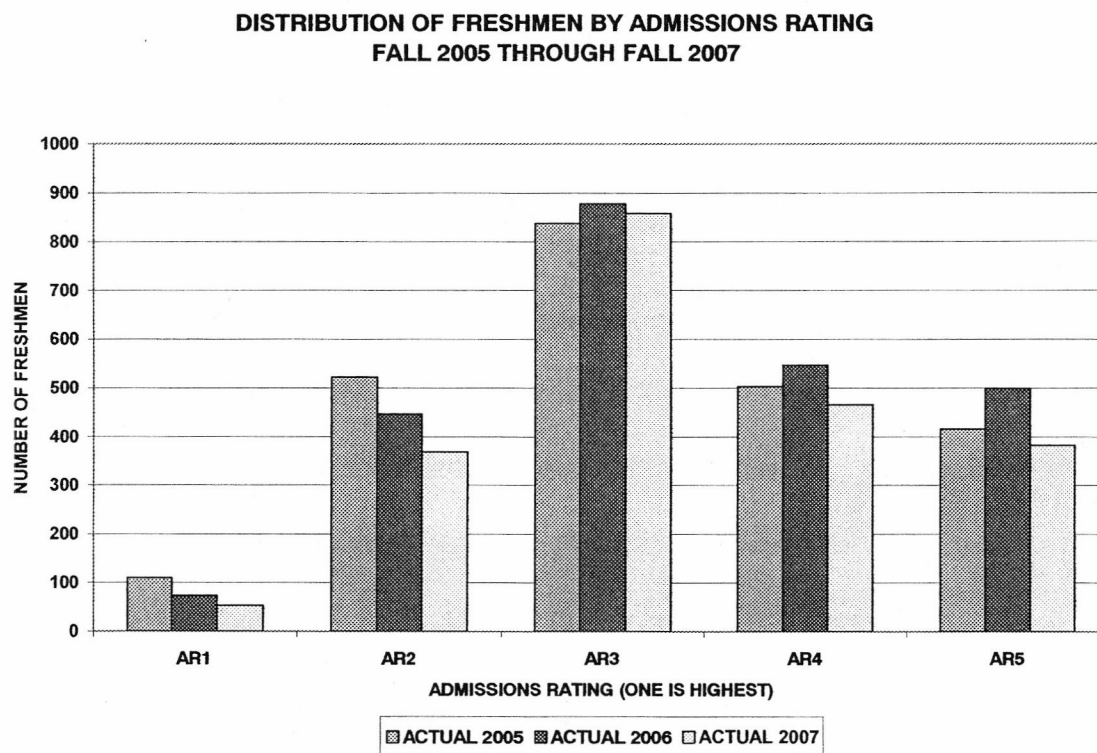
III. Trends in Enrollment of High Admissions Rating Students

Background Note: the Admissions Office assigns an "Admissions Rating" to each applicant for the freshman class: admitted applicants fall into one of five Admissions ratings: one through five, with one the highest.

The Distribution of Entering Freshmen by Admissions Rating

The distribution of entering freshmen by Admissions Rating in the three years, Fall 2005 through Fall 2007, are illustrated in Figure 4.³

Figure 4



Source: GW Admissions Office.

³ In providing the Committee with an overview of acceptances by Admission Rating, Vice President Chernak reported that the Admissions Rating criteria were essentially unchanged over the last three freshman classes (Fall 2005 through Fall 2007), though he later warned that one would want to use caution undertaking a longer term historical study because the criteria may have changed in important ways. (He is currently checking on that issue, which would be important in future studies.) Vice President Chernak, Private Correspondence, 2008.

***The Distribution of Entering Freshmen by Admissions Rating after
Adjusting for Last Year's Enrollment Shortfall***

The difficulty the University had in its last entering class is deeper than the distribution of abilities of accepted freshmen in the fall of 20007 might indicate. The University chose to accept a significant shortfall in freshman enrollments, admitting 2129 freshmen rather than the targeted 2350, because the students who remained on the waiting list had, as a group, considerably weaker records than those accepted to that point. Trimming the lower tail of the ability distribution by reducing class size may be an entirely sensible decision to make, but distorts somewhat the picture of what the class would have looked like had the target enrollment of 2350 been accepted, much less the 2445 freshmen of the previous year (Fall 2006).

We can develop an idea of what the (*hypothetical*) distribution of abilities of the class of 2007 would have looked like had the lower tail of the distribution not been trimmed. Without having detailed information on the ability level of the waiting list applicants who would otherwise have filled out the class, we assume:

- (i) that the shortfall was rounded down to 200 students, and
- (ii) the excluded students were divided equally between the bottom two categories (AR 4 and AR5)

Adding the "missing" 100 students in each of the two categories emphasized the quality squeeze on GW freshman enrollments. Replicating the figures of the last subsection, but including the trimmed students, gives the following picture of the evolution of the ability distribution in the last three freshman classes, Figure 6A and 6B:

IV. The Role of Reduced Merit Aid in Explaining the Decline in Freshman Elite Students

The unfortunate trends of (i) rapidly increasing tuition and (ii) declining per capita undergraduate program resources over the last decade affect all student applicants, but are likely to affect the admissions of “elite scholars” with special force. Colleges compete intensely for this group of students, believing that they provide positive classroom and reputational effects.

The decline of elite enrollments among freshman at GW is also the result of specific actions the Administration has taken in the past few years, including most obviously the cutbacks (i) in the generosity of merit aid and (ii) in resources devoted to the honors program (see Section V). Indeed merit aid and the honors program can be viewed as policies designed to insulate the highly competitive, elite students from the general decrease in the “affordability” (high cost and low quality) of GW students as a whole.

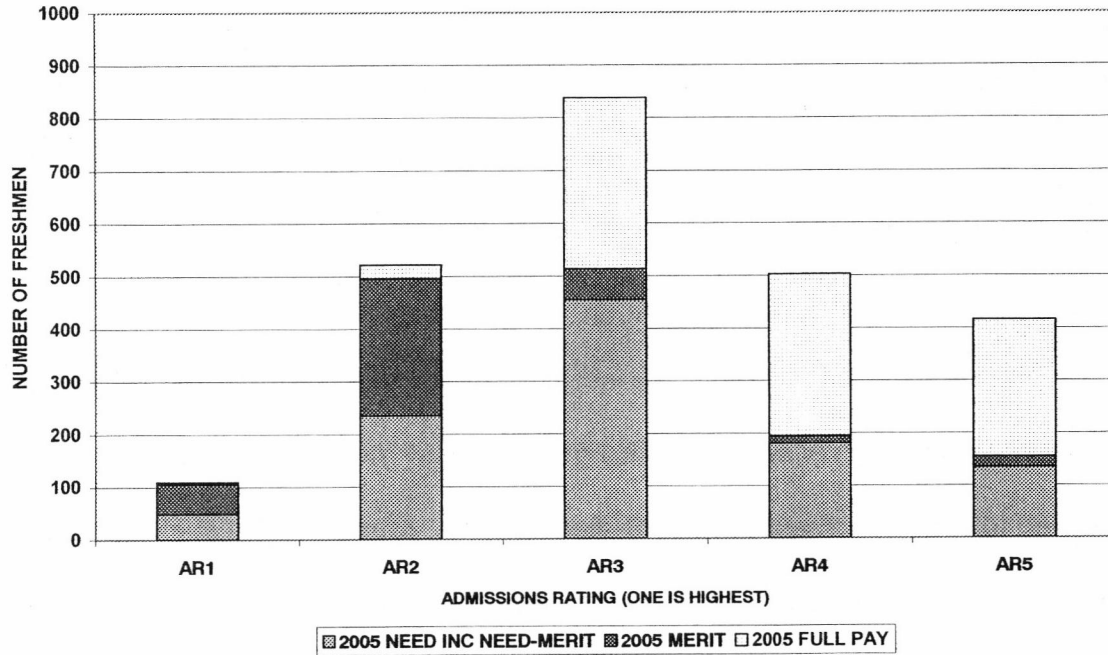
Certainly it is a fact that few high Admissions Rating students enroll at GW without financial aid—essentially no AR1s and few AR2s. The distribution of aid recipients, need and merit, by admissions rating are reported here for Fall 2005 freshmen and Fall 2007 freshmen, Figures 7A and 7B, to give a sense of this and of the shifting support over time. In interpreting the data, it is useful to note:

Note 1: merit aid students who qualify for need-based aid are classified as need-based students.

Note 2: athletic scholarship holders are classified as merit aid scholars.

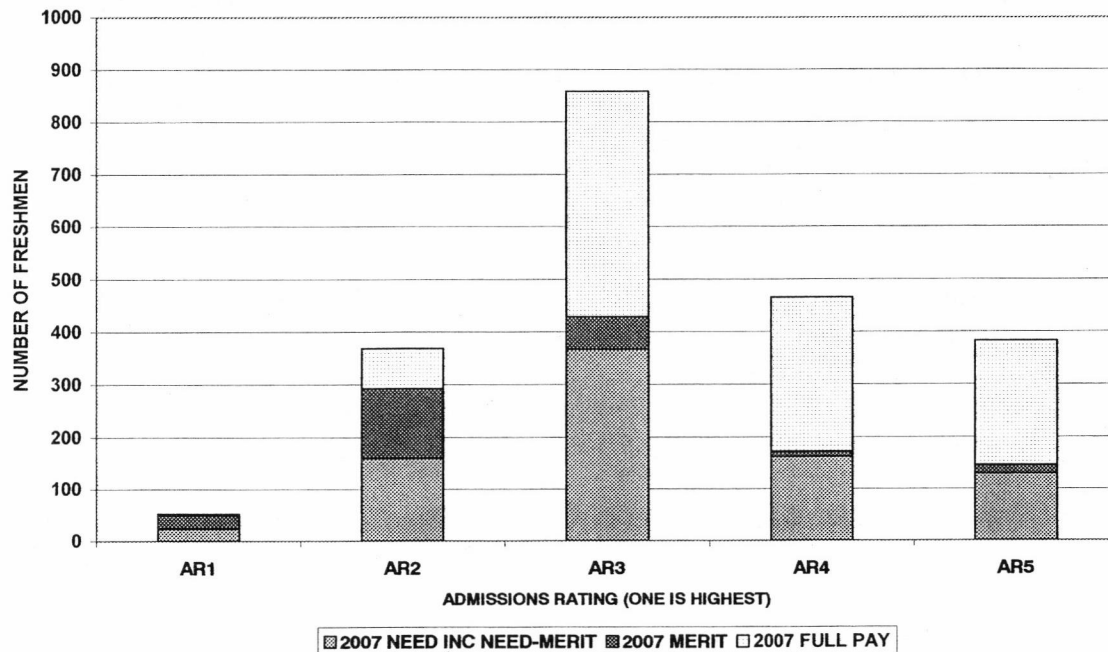
Figure 7
Panel A

**DISTRIBUTION OF FRESHMEN ADMISSIONS
BY ADMISSIONS RATING AND AID, 2005**



Panel B

**DISTRIBUTION OF FRESHMEN ADMISSIONS
BY ADMISSIONS RATING AND AID STATUS, 2007**



Source: GW Admissions Office.

The Committee did not have time to document the apparently large reductions in aid and resources devoted to the Honors program and its students over the last decade. These resource losses have been both direct—the end of “automatic” financial aid for honors students and the reduction in target program size—and indirect—the reduction in merit aid that affected high ability students in general.⁴ We also did not have time to explore the logic of the transition to the new, more interdisciplinary Honors curriculum. A report on the latter will follow.

⁴ Vice President Sigelman reports that the operating budget for the Honors Program (fund dedicated for administrative and instructional support) has not been reduced in the last few years. Private Correspondence, 2008.

restore the ranks of elite students at GW, it can better decide whether it is worthwhile to do so.

Clearly the issue requires serious study and discussion. Although few would view a decline of especially high ability students at GW as a good outcome, it might be a rational choice. The commonly perceived "externalities" that high ability students provide to the classroom and to a university's reputation may not be worth the price that competitors for these students require GW to pay. Clearly there is room for a healthy debate on the claim that they are.

Faculty Senate
PROFESSIONAL ETHICS AND ACADEMIC FREEDOM COMMITTEE
ANNUAL REPORT 2007-2008
June 6, 2008

The Professional Ethics and Academic Freedom (PEAF) Committee met four times during the academic year. The year was quite busy and several issues were considered. The following is a summary of the issues considered and the current status.

1. **A Resolution to Amend the Faculty Code Pertaining to the Parental Leave Policy.**
(07/5)

A joint subcommittee of the PEAf and ASPP Committees was formed to study the report of the Task Force on Parental Leave which recommended, among other things, that regular active-status faculty be granted as a right a one-semester leave from teaching and administration duties with full salary. After studying the report, the joint subcommittee drafted a resolution to amend the Faculty Code to incorporate this entitlement. The resolution was debated and amended at the Faculty Senate meeting of January 18, 2008 and was adopted by the faculty.

2. **Study of Proportionality of Senate Representation**

It was noted that the number of Senate Reps from CCAS(9), SEAS(3), Law(3), SEHD(3), SB(3), SMHS(3) has been the same since 1987. In an amendment in 2004, ESIA was assigned 2 Senators, and SPHHS one Senator. In 2005, SPHHS was increased to two Senators. However, it was reported to the Executive Committee that faculty from CCAS felt that their representation should be increased. There is currently no formula for proportional representation, and, the committee found, such a formula may not be desirable. The PEAf Committee polled the faculty in the various schools to get a feeling for the issues involved. After much discussion, the committee decided that it would offer a resolution in the Fall 2008 which calls for the representation of the CCAS to be increased from 9 senators to 11 senators. All of the remaining schools would continue with their current representation. **PENDING FOR FALL 2008.**

3. **Faculty Final Review Board for Unresolved Non-Concurrences**

Current university policy is that when a nonconcurrence cannot be resolved, the recommending faculty may elect to send the case to either the University President or the Academic Affairs Committee of the Board of Trustees for final disposition. President Knapp and members of the Academic Affairs committee of the Board of Trustees had conveyed to members of the Executive Committee that neither the President nor the Board wished to deal with these cases and President Knapp proposed the formation of an elected University Committee to serve as the final review board. The PEAf expressed several concerns about implementing such a committee, however, a plan of action including a list of safeguards to insure that these concerns are adequately addressed. The administration responded that after consideration, they wish to continue with the current policy.

4. **Compliance of SPHHS and GSEHD with Article I.B.1 of the Faculty Code.**

The PEAf committee has continued to monitor this issue and received periodic reports.

Code. Input was sought from the Council of Deans and EVPAA Lehman. The issue was discussed at length by the PEAf committee. It was decided that a proposed plan of action, incorporating points of discussion, would be prepared over the summer to serve as a basis for further discussion and presentation to the Faculty Senate in the Fall. **PENDING FOR FALL 2008.**

9. **Faculty Performance Evaluation**

The Executive Committee noted that assessment procedures for faculty is a timely topic and requested that PEAf form a joint committee with ASPP to review current GWU methodology and that at other institutions and to provide a report to the Faculty Senate. The issue was discussed by PEAf at length. A joint subcommittee was formed consisting of Professors Pamela Davidson from the School of Public Policy, Ellen M. Dawson from the School of Medical and Health Sciences, Maria Cseh from Counseling, Human and Organizational Studies, and Kurt Darr from Health Services Management and Leadership. It is expected that the subcommittee will commence its work in the Fall. **PENDING FOR FALL 2008.**

Respectfully Submitted on behalf of the Committee:

Charles A. Garris, Jr.
Chair

Senate Committee on Professional Ethics and Academic Freedom

Maria Cseh, Counseling, Human and Organizational Studies
Kurt J. Darr, Health Services Management and Leadership
Molina Dayal, Obstetrics and Gynecology
Walter K. Kahn, Electrical and Computer Engineering
Murray H. Loew, Electrical and Computer Engineering
Sunila Walia, Dermatology
Arthur A. Wilmarth, Law, Executive Committee Liason

ex. officio:

Marguerite Barratt, Dean, Columbian College of Arts & Sciences
Robin Kinder, Coordinator of Reference Services, Gelman Library
Frederick M Lawrence, Dean, GW Law School
David Robinson, Emeritus, Law
Carol Sigelman, Associate VP for Graduate Studies and Academic Affairs
Richard Weitzner, Associate General Counsel

**The George Washington University
Faculty Senate
Standing Committee on Research
AY 2007 – 2008 Report**

The Faculty Senate Standing Committee on Research met twice during the Fall Semester and three times during the Spring Semester. There were several joint meetings between the Standing Committee on Research with the Advisory Council of Research and Chief Research Officer Hirshman.

Joint Meeting of the Faculty Senate Standing Committee on Research, the Advisory Council on Research, and President Knapp. The first joint meeting was with President Knapp and it was about the state of research at GW. President Knapp discussed his vision and plans for research at GW and responded to questions about how to enhance GW's research capacity and infrastructure.

Faculty Senate Standing Committee on Research meeting with Associate Vice President for Health Research, Anne Hirshfield. The Standing Committee on Research met with Dr. Hirshfield and several staff members of the Office of Human Research. A number of concerns about IRB submissions we raised by the committee, and the Associate VP for Health Research implement a number of changes in response to these concerns (see attached follow up letter submitted by Dr. Hirshfield).

Joint Meeting with the Faculty Senate Committee on Fiscal Planning and Budgeting and with the Advisory Council on Research. The Standing Committee on Research and the ACR met with Professor Cordes, of the Committee on Fiscal Planning and Budgeting and AVP Don Boselovic to discuss a report on fiscal planning and budgeting for research prepared by Professor Cordes.

Joint Meeting with the Advisory Council on Research and with Michael Baer and Phillip Jaeger of Isaacson Miller, the firm assisting GW in the search for a VP for Research. The meeting was to discuss several issues: Objectives for the new Vice President for Research, qualifications and experience, personal qualities, source, and candidate recommendations.

Respectfully submitted,

Maria Cecilia Zea,
Acting Chair
Faculty Senate Standing Committee on Research

THE GEORGE WASHINGTON UNIVERSITY MEDICAL CENTER
WASHINGTON DC

Tuesday, April 08, 2008

Dear Colleagues:

It was a pleasure meeting with you in early February to discuss the Human Subjects Protections Program at GW and to receive your feedback concerning ways that we might further facilitate make compliance processes. We promised to take your suggestions under consideration and I'm writing to update you on our progress to date. Below are listed the issues we noted and current status of our follow up actions:

1) **Issue:** IRB training requirements – CITI refresher course requirements are too time consuming.

Actions: The CITI Training refresher requirement has been reduced from every year to once every 2 years.

2) **Issue:** Web page is confusing to navigate and use.

Actions: The password to the OHR website was removed and additional revisions are underway to facilitate ease in navigating the forms and links. We hope to complete redesign of the OHR website by mid June.

3) **Issue:** Webpage link to the CITI training site is difficult to find.

Action: We agree that the link is buried deeply in the OHR website (easy to find, but too many clicks to get there) and will correct this during the website re-design.

4) **Issue:** Students located at remote sites (such as some GSEHD graduate students, students on the Virginia campus, etc.) find it difficult to interact with the OHR from a distance.

Actions: We have developed a plan to permit transactions with the OHR to take place via electronic communications alone, which will eliminate the need to use the US Mail or campus mail for communications with the office. We plan to initiate this new mechanism gradually within the next few weeks, beginning with exemption requests, then moving to studies that can be reviewed by the delegated process. We hope to be able to accept ALL types of IRB transactions, including studies that require full Board Review, via electronic submission by mid summer.

In addition to the issues noted by the Committee, we have implemented the following:

May 9, 2008

FACULTY SENATE COMMITTEES
2008-09 Session

STANDING COMMITTEE CHAIRS

Executive
Committee
Liaison

- | | | |
|-----|---|-------------|
| 1. | ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND
ENROLLMENT MANAGEMENT
Chair: Professor Michael D. Corry | Johnson |
| 2. | APPOINTMENT, SALARY, AND PROMOTION POLICIES
(INCLUDING FRINGE BENEFITS)
Chair: Professor Miriam Galston | Castleberry |
| 3. | ATHLETICS AND RECREATION
Acting Chair: Professor Jack H. Friedenthal | Hotez |
| 4. | EDUCATIONAL POLICY
Chair: Professor Lilien F. Robinson | Wirtz |
| 5. | FACULTY DEVELOPMENT, INCLUDING ACADEMIC
AND ADMINISTRATIVE SUPPORT
Chair: Professor David P. Costanza | Miller |
| 6. | FISCAL PLANNING AND BUDGETING
Chair: Professor Joseph J. Cordes | Biles |
| 7. | HONORS AND ACADEMIC CONVOCATIONS
Chair: Professor Richard A. Windsor | Johnson |
| 8. | LIBRARIES
Chair: Professor Scott B. Pagel | Harrington |
| 9. | PHYSICAL FACILITIES
Chair: Professor Hermann J. Helgert | Biles |
| 10. | PROFESSIONAL ETHICS AND ACADEMIC FREEDOM
Chair: Professor Charles A. Garris, Jr. | Wilmarth |
| 11. | RESEARCH
Chair: Professor Sylvia A. Marotta | Hotez |
| 12. | UNIVERSITY AND URBAN AFFAIRS
Chair: Professor Lisa Benton-Short | Castleberry |
| 13. | JOINT COMMITTEE OF FACULTY AND STUDENTS
Faculty Co-Chair: Professor Alan G. Wade | Miller |

APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)

***Chair: Galston, Miriam, Law**

Abravanel, Eugene, Psychology

Bouscarel, Bernard, Biochemistry

Davidson, Pamela, Sociology

Green, Colin, Teacher Preparation and Special Education

Gupta, Murli M., Mathematics

Lanthier, Richard, Counseling, Human and Organizational Studies

Mazur, Amy, Teacher Preparation and Special Education

Schanfield, Moses S., Forensic Sciences

Spurney, Sian, Medicine

Vincze, Eva, Forensic Sciences

ex officio:

Berry, Val M., Chief Human Resources Officer

***Castleberry, Michael S., Teacher Preparation and Special Education**

Executive Committee Liaison

Katz, Louis H., Executive Vice President and Treasurer

Lehman, Donald R., Executive Vice President for Academic Affairs

Stewart, Andrea W., Associate University Librarian for Administration, Advancement,
and Human Resources, Gelman Library

ATHLETICS AND RECREATION

***Acting Chair: Friedenthal, Jack H., Law**

Barnett, Jacqueline, Health Care Sciences

Cellini, Stephanie R., Public Policy and Public Administration

Evans, Nancy, Interior Design

McGraw, Stephen, Clinical Management and Leadership

McHugh, Patrick, Management

Price Jones, Rhys, Computer Science

ex officio:

Chernak, Robert A., Senior Vice President for Student and Academic Support Services

Dew, Donald, Counseling, Human and Organizational Studies, Emeritus

***Hotez, Peter J., Microbiology and Tropical Medicine, Executive Committee Liaison**

TBA, Student Liaison

Jones, Aubré, Director of Recreational Sports and Fitness Services

Kvancz, Jack, Director of Athletics and Recreation

Linebaugh, Craig, Associate Vice President for Academic Planning and Development

Warner, Mary Jo, Senior Associate Director of Athletics and Recreation

***Member of the Senate**

The most current Committee List is available on-line at www.gwu.edu/facsen/faculty_senate/pdf/CmtList.pdf

FISCAL PLANNING AND BUDGETING

- *Chair: Cordes, Joseph J., Economics
 - Boulier, Brian, Economics
 - Cherian, Edward J., Information Systems and Technology Management
 - Freund, Maxine, Teacher Preparation and Special Education
- *Griffith, William B., Philosophy
 - Lang, Roger H., Electrical and Computer Engineering
- *Lipscomb, Diana L., Biological Sciences
- *Parsons, Donald O. Economics
- *Yezer, Anthony M., Economics

ex officio:

- Bass, Gerald H., Associate V.P. for Health Economics, Medical Center
- *Biles, Brian L., Health Policy, Executive Committee Liaison
- Boselovic, Don, Associate Vice President for Finance
- Brown, Michael E., Dean, Elliott School of International Affairs
- Charles, Leroy, Assistant Vice President for Health Affairs
- Chernak, Robert A., Senior Vice President for Student and Academic Support Services
- Katz, Louis H., Executive Vice President and Treasurer
- Lehman, Donald R., Executive Vice President for Academic Affairs
- Phillips, Susan M., GW School of Business
- Price Jones, Laurel, Vice President for Advancement
- Siggins, Jack A., University Librarian
- Whitaker, Roger, Dean, College of Professional Studies

HONORS AND ACADEMIC CONVOCATIONS

- *Chair: Windsor, Richard A., Prevention and Community Health
 - Cropp, Dwight, Public Policy and Public Administration
 - Ingraham, Loring J., Clinical Psychology
 - Khamooshi, Homayoun, Management Science

ex officio:

- Anderson, G. David, University Archivist and University Historian, Gelman Library
- Freedman, Michael, Vice President for Communications
- *Johnson, Diana E., Biological Sciences, Executive Committee Liaison
 - Kasle, Jill F., University Marshal
 - Lehman, Donald R., Executive Vice President for Academic Affairs
 - TBA, Student Liaison

*Member of the Senate

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PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

*Chair: Garriss, Charles A., Jr., Mechanical and Aerospace Engineering
 Cseh, Maria, Counseling, Human and Organizational Studies
 Darr, Kurt J., Health Services Management and Leadership
 Kahn, Walter K., Electrical and Computer Engineering
 Loew, Murray H., Electrical and Computer Engineering
 Robinson, David, Emeritus, Law
 Torres, Lisa, Sociology
 Watkins, Ryan, Educational Leadership
 West, Lynda L., Special Education

ex officio:

Barratt, Marguerite (Peg), Dean, Columbian College of Arts and Sciences
 Kinder, Robin, Coordinator of Reference Services, Gelman Library
 Lawrence, Frederick M., Dean, GW Law School
 Sigelman, Carol, Associate Vice President for Graduate Studies and Academic Affairs
 Weitzner, Richard, Associate General Counsel
 *Wilmarth, Arthur E. Jr., Law, Executive Committee Liaison

RESEARCH

*Chair: Marotta, Sylvia A., Counseling Cseh, Maria, Counseling, Human and Organizational Studies Ekmekci, Ozgur, Clinical Management and Leadership Gastwirth, Joseph, Statistics Kubrin, Charis, Sociology Lambert, Sharon, Psychology Lee, Frank X., Physics	Lipscomb, Diana L., Biological Sciences Livingston, Scott, Physical Therapy Opper, Allena K., Physics Przytycki, Josef H., Mathematics Sarin, Shawn, Radiology Zea, Maria Cecilia, Psychology
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ex officio:

Barratt, Marguerite (Peg), Dean, Columbian College of Arts and Sciences
 Hirshman, Elliot, Chief Research Officer
 *Hotez, Peter J., Microbiology and Tropical Medicine, Executive Committee Liaison
 Ladisch, Stephan, Director, GWU Institute of Biomedical Sciences
 TBA, Student Liaison
 Mandeville-Gamble, Steven, Associate University Librarian for Collections and Scholarly Communication, Gelman Library
 Tong, Timothy W., Dean, School of Engineering and Applied Science

+ Representatives from Advisory Council on Research

***Member of the Senate**

The most current Committee List is available on-line at www.gwu.edu/facsen/faculty_senate/pdf/CmtList.pdf

The following Committee is not a Standing Committee of the Faculty Senate, but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

***Co-Chair: Wade, Alan G., Theatre and Dance**
Bardot, Heidi H., Art Therapy
Bouscarel, Bernard, Biochemistry and Molecular Biology
Eisen, Laura P., Chemistry
Mazur, Amy J., Teacher Preparation and Special Education
Mohamed, Mohamed A., Newborn Services
Yeide, Harry E., Religion

Student Members

Co-Chair:

TO BE APPOINTED BY THE STUDENT ASSOCIATION

ex officio:

Guenther, Roy, Associate Dean, Columbian College of Arts and Sciences
Beil, Cheryl, Associate Vice President for Academic Planning and Institutional Research
Chernak, Robert A., Senior Vice President for Student and Academic Support Services
Donnels, Linda, Dean of Students
Holmes, Shannon, Gelman Library Student Liaison
Konwerski, Peter A., Assistant Vice President, Student and Academic Support Services
***Miller, Barbara D., Anthropology and International Affairs, Executive Committee Liaison**
Wooldridge, Annie B., Assistant Vice President, Faculty Recruitment and Personnel

***Member of the Senate**

The most current Committee List is available on-line at www.gwu.edu/facsen/faculty_senate/pdf/CmtList.pdf

REPORT OF THE EXECUTIVE COMMITTEE

May 9, 2008

Arthur E. Wilmarth, Jr., Chair

I would like to extend my congratulations and a warm welcome to the newly elected members of the Faculty Senate. All of us look forward to working with you.

On behalf of the Executive Committee, I offer the following report:

I. RESOLUTIONS

The Faculty Senate adopted seven resolutions during the 2007-08 session. Three of those resolutions have previously been forwarded to the President for his response. Two, involving changes to the *Faculty Organization Plan* and the *Faculty Code*, were approved by the President and forwarded to the Board of Trustees, who approved the changes last October. Resolution 07/6, concerning secondary and courtesy appointments, has recently been forwarded to the President for consideration by the Board at its May meeting. As is customary, the remaining resolutions will be forwarded to the President in May. When the administrative response to all of the resolutions is received, it will be distributed to members of the Faculty Senate with the Senate's agenda.

II. PERSONNEL MATTERS

Nonconcurrences

The Executive Committee has not received any administrative nonconcurrences with faculty personnel recommendations this year.

Grievances

The status of the three pending grievances reported on in April remain the same, with one in hearing and two in mediation.

III. ACTIONS OF THE EXECUTIVE COMMITTEE

Faculty Code procedures for the selection of Assistant and Associate Deans

As previously reported, the Committee on Professional Ethics and Academic Freedom (PEAF) continues to consider the appropriate role of faculty members in the selection of assistant and associate deans. Executive Vice President Lehman recently forwarded the unanimous proposal of the Council of Deans on this issue to the Executive Committee, which in turn referred the deans' proposal to the PEAF Committee. It is expected that the deans' proposal will be reviewed by the PEAF Committee during the summer and early fall, and that the PEAF Committee's recommendations will be submitted to the Executive Committee before the end of this calendar year.

University Writing Program teaching load/faculty status concerns

Concerns have been expressed about a prospective increase in the teaching load of faculty in the University Writing Program, as well as a possible conversion of some regular, active-status contract faculty positions in that Program to special service faculty positions. Some faculty members have questioned whether these contemplated changes could reduce the quality of writing instruction provided to undergraduate students. In addition, there is presently a lack of clarity regarding the ability of special service faculty in the University Writing Program to express their views to faculty representatives within the Columbian College of Arts and Sciences on issues involving the Program's curriculum and other matters related to their status and working conditions. The Executive Committee has discussed these concerns with the President Knapp and Executive Vice President Lehman and will continue to monitor the situation.

Final examinations administered during the last week of classes

In response to complaints concerning the scheduling of final examinations outside of the final examination period, the Joint Committee of Faculty and Students has agreed to continue its consideration of this issue by soliciting additional information on the scope of the problem as well as considering whether or not more flexibility in scheduling final examinations for graduate students would be desirable.

SPHHS Compliance with the Faculty Code

Earlier this week, the Faculty Senate Executive Committee sent a memorandum to Dean Ruth J. Katz of the School of Public Health and Health Services (SPHHS). The Executive Committee's memorandum requests that Dean Katz provide, not later than September 19, 2008, a detailed, comprehensive plan that will bring SPHHS into compliance with Article I.B.1. of the *Faculty Code* within a reasonable period of time not to exceed five years. The memorandum also requests that Dean Katz appear at the Faculty Senate's regular meeting on October 10, 2008, to present SPHHS' compliance plan and to discuss that plan with Senate members. Article I.B.1. requires that at least 75% of the regular, active-status faculty within a School must hold tenured or tenure-accruing positions, and that at least 50% of the regular, active-status faculty within each department must hold tenured or tenure-accruing positions.

Formation of a Special Joint Subcommittee on Educational Quality

The Executive Committee will shortly issue a charge to a recently established Special Joint Subcommittee on Educational Quality. The Subcommittee will examine a variety of issues involving the recruitment and retention of highly qualified undergraduate students, including issues related to faculty resources and other academic resources that are needed to enhance the quality of GW's undergraduate academic programs. The Subcommittee will report its findings to the Committee on Admissions Policy, Enrollment Management, and Student Financial Aid, the Committee on Educational Policy, and the Committee on Fiscal Planning and Budgeting. Members of the Special Joint Subcommittee

are: Donald O. Parsons, Chair; Muriel Atkin (CCAS); Jonathan Chaves (CCAS); Joe Cordes (CCAS-SPPPA); Ernie Englander (SB); Michael King (CCAS); Peter Rollberg (CCAS); Lynda West (GSEHD); and Tony Yezer (CCAS).

IV. ANNUAL REPORTS

The annual report of the Chair of the Senate Executive Committee for the 2007-08 session of the Faculty Senate will be distributed with the agenda for the September, 2008 meeting.

Chairs of Senate Standing Committees for the 2007-08 session who have not yet submitted annual reports for their respective Committees should do so during the coming week so that these reports can be distributed with the minutes of today's meeting.

The Executive Committee urges the newly-constituted Standing Committees to begin their work as soon as possible and to hold their first meetings at the beginning of the Fall semester. Over the summer, the Executive Committee will send to Committee Chairs various matters for consideration by their Committees.

V. ANNOUNCEMENTS

The next regular Senate meeting is scheduled for September 12, 2008. Resolutions and/or reports to be included on the agenda for this meeting should be submitted to the Executive Committee not later than August 19, 2008.

Finally, I would like to extend my best wishes to all of the members of the Faculty Senate for an enjoyable and productive summer.

Thank you.

THE UNIVERSITY OF CHICAGO
DIVISION OF THE PHYSICAL SCIENCES
DEPARTMENT OF CHEMISTRY

REPORT OF THE
COMMISSION ON THE ORGANIZATION
OF THE DEPARTMENT OF CHEMISTRY

FOR THE
FACULTY OF THE DIVISION OF THE PHYSICAL SCIENCES
AND THE DEPARTMENT OF CHEMISTRY

BY
THE COMMISSION ON THE ORGANIZATION
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CHICAGO, ILLINOIS
1964

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AND THE DEPARTMENT OF CHEMISTRY

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

May 1, 2008

**The Faculty Senate will meet on Friday, May 9, 2008, at 2:10 p.m. in the State Room,
1957 E Street, N.W., 7th Floor**

AGENDA

- 1. Call to order**
- 2. Introduction of new members**
- 3. Approval of the minutes of the regular meeting held on April 11, 2008, as distributed**
- 4. Resolutions**

**A RESOLUTION TO AMEND THE TIME LIMITATION ON REPORTING OF
FINAL GRADES BY FACULTY MEMBERS (08/1): Professor Donald O. Parsons,
Chair, Educational Policy Committee (Resolution 08/1 is attached.)**

- 5. Introduction of Resolutions**
- 6. Update on the FY '09 Budget With a Look Forward to FY '10 and FY '11:
Professor Joseph J. Cordes, Chair, Fiscal Planning and Budgeting Committee**
- 7. General Business**

- (a) Approval of dates for regular Senate meetings in the 2008-09 Session
recommended by the Executive Committee as follows:**

September 12, 2008	January 16, 2009
October 10, 2008	February 13, 2009
November 14, 2008	March 13, 2009
December 12, 2008	April 10, 2009
	May 8, 2009

- (b) Nominations for election of Chairs and members of Faculty Senate Standing
Committees for the 2008-09 Session (list to be distributed)**
- (c) Nominations for election to the Dispute Resolution Committee: Professor
Robert J. Cottrol (GWLS) for a two-year term to expire May 1, 2010; Professor
Hugo D. Junghenn (CCAS) for a three-year term to expire May 1, 2011**

- (d) Nominations for appointment by the President of the following faculty members to Administrative Committees:

Committee on the Judicial System: Michael S. Castleberry and Michael Keidar; University Hearing Board: Ozgur Ekmekci and Michael Seneff; Joint Committee of Faculty & Students: Alan G. Wade, Faculty Co-Chair; Heidi Bardot, Bernard Bouscarel, Laura Eisen, Amy Mazur, Mohamed A. Mohamed, Harry E. Yeide, Jr.

- (e) Nominations for appointment of faculty members by the Board of Trustees to the following Committees: Trustees' Committee on Advancement: Joseph J. Cordes; Trustees' Committee on Academic Affairs: Arthur E. Wilmarth, Jr.; Trustees' Committee on Student Affairs: Alan G. Wade; Trustees' Committee on External Affairs: Lisa Benton-Short; Trustees' Committee on Information Technology: Philip W. Wirtz

- (f) Nominations for election by the Faculty Senate of the following faculty members to the Student Grievance Review Committee: Heidi Bardot, Andrea Brassard, Colin Green, Susan LeLacheur, Mikyong M. Kim, Faye Moskowitz, Edward Robinson, Rumana Riffat, Sian Spurney, Eva Vincze

- (g) Report of the Executive Committee: Arthur E. Wilmarth, Jr., Chair

- (h) Annual Reports from Senate Standing Committees

8. Brief Statements (and Questions)

9. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

Attachment

**A Resolution to Amend the Time Limitation on Reporting of Final Grades by Faculty Members
(08/1)**

Whereas, the quality of final examinations and overall course assessments by faculty members are dependent on the availability of adequate time for thoughtful consideration;

Whereas, the University is offering more writing-intensive courses, which require a substantial amount of additional grading time;

Whereas, the Faculty Senate recognizes that timely reporting of final grades by faculty members is essential so that the University can provide important academic and financial assistance services to students; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the time limit for reporting of final grades by faculty members be changed from "72 hours" to "five working days after the final examination."

Faculty Senate Educational Policy Committee, April 10, 2008

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

May 1, 2008

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- 2. Introduction of new members**
- 3. Approval of the minutes of the regular meeting held on April 11, 2008, as distributed**
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- 5. Introduction of Resolutions**
- 6. Update on the FY '09 Budget With a Look Forward to FY '10 and FY '11: Professor Joseph J. Cordes, Chair, Fiscal Planning and Budgeting Committee**
- 7. General Business**
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- (g) Report of the Executive Committee: Arthur E. Wilmarth, Jr., Chair

- (h) Annual Reports from Senate Standing Committees

8. Brief Statements (and Questions)

9. Adjournment

Elizabeth A. Amundson

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Secretary

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Faculty Senate Educational Policy Committee, April 10, 2008